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M E M O R A N D U M

TO: BOSTON REDEVELOPMENT AUTHORITY AND
STEPHEN COYLE, DIRECTOR

FROM: LINDA BOURQUE, ASSISTANT DIRECTOR FOR
NEIGHBORHOOD PLANNING AND ZONING
GERARD KAVANAUGH, DIRECTOR OF
INSTITUTIONAL PLANNING
WILLIAM MCCARTHY, ASSISTANT TO THE DIRECTOR
TING-FUN YEH, DIRECTOR OF PLANNING FOR CHINATOWN

SUBJECT: NEW ENGLAND MEDICAL CENTER -- INSTITUTIONAL MASTER PLAN

EXECUTIVE

SUMMARY: THIS MEMORANDUM REQUESTS THE BOSTON REDEVELOPMENT AUTHORITY'S APPROVAL OF NEW ENGLAND MEDICAL CENTER'S (NEMC) INSTITUTIONAL MASTER PLAN. THE MASTER PLAN DEFINES NEMC'S PROPOSED DEVELOPMENT PLANS FOR THE TEN-YEAR PERIOD OF 1990-1999, AS WELL AS COMMUNITY BENEFITS TO BE PROVIDED OVER THE SAME TIME PERIOD. THE PLAN REPRESENTS MORE THAN 20 MONTHS OF PLANNING BETWEEN THE HOSPITAL, THE COMMUNITY, AND THE BRA, AND HAS BEEN FORMALLY ENDORSED BY THE CHINATOWN/SOUTH COVE NEIGHBORHOOD COUNCIL. AN INSTITUTIONAL TRANSPORTATION PLAN IS PRESENTLY BEING COMPLETED, INVOLVING BOTH THE MEDICAL CENTER AND ADJACENT PARCELS (R-3, R-3A, AND C). STAFF RECOMMENDS APPROVAL OF THE MASTER PLAN, CONDITIONAL UPON (1) THE SATISFACTORY COMPLETION OF THE TRANSPORTATION PLAN AND ITS SUBSEQUENT APPROVAL BY THE BRA BOARD; (2) THE EXECUTION OF A FORMAL MEMORANDUM OF UNDERSTANDING BETWEEN THE CHINATOWN/SOUTH COVE NEIGHBORHOOD COUNCIL, NEMC, AND THE BRA; AND (3) THE REQUIREMENT THAT ALL DEVELOPMENT CONTEMPLATED IN THE MASTER PLAN WILL BE SUBJECT TO COMMUNITY REVIEW AND DEVELOPMENT REVIEW PROCEDURES NECESSITATING FORMAL BRA APPROVAL.

BACKGROUND ON NEMC

Originally established as the Boston Dispensary in 1796, the New England Medical Center (NEMC) is today an approximately 1.4 million gross square foot, tertiary care facility, with 480 patient beds, and a staff of approximately 4,000. NEMC is also the City of Boston's fifth largest recipient of hospital-based NIH research funding, having received, in 1988, approximately \$25 million in research grants and contracts.

MASTER PLAN ELEMENTS

NEMC's Master Plan envisions four phases of development within a defined geographical area, each of which is largely in conformance with the BRA's recently adopted permanent zoning for Chinatown. A cumulative buildout of approximately 720,000 gross square feet of new development will take place, defined as follows:

Phase 1 1-C Clinical Facility: Two eight-story, connected buildings (1-C North and 1-C South) totalling approximately 252,000 square feet of clinical and research space. (Construction start: 1992 or 1993)

Phase 2 1-C Clinical Facility: One seven-story, 92,000 square foot, new patient care facility to replace existing, outmoded buildings in the B-Block area (bounded by Bennet, Ash, Nassau Streets and Harrison Avenue). (Construction planned: 1995 to 1999)

Phase 3 1-C Clinical Facility: One seven-story, 125,000 square foot, new patient care facility to replace existing, outmoded buildings in the B-Block area. (Construction planned: 1995 to 1999)

Phase 4 Research Facility: The construction of a 250,000 square foot research building on the site of the existing Farnsworth Building (Development schedule undefined).

All development projects contemplated in the Master Plan will be subject to community review and development review processes necessitating formal BRA approval.

Off-Site Research Space

The Master Plan commits to a maximum of 250,000 square feet of on-site research space development. Any additional research space will be located off campus with the approval of the BRA.

URBAN DESIGN CONSIDERATIONS

The NEMC Master Plan has been developed in a context which accounts for the planning and design considerations of the Chinatown community and its recently developed community plan.

In addition, development proposed in the Master Plan will be designed in a manner consistent with the general massing and density of existing buildings on the Medical Center Campus. A

major objective of the Master Plan is to unify the buildings and open space areas within the campus.

With specific regard to pedestrian access, the Master Plan seeks to create a number of public pedestrian links in both east-west and north-south directions, as well as publicly accessible and usable open spaces. NEMC is committed to the development of a detailed pedestrian access and open space plan. A master planner retained by the Medical Center will work with BRA staff in the development of the plan.

COMMUNITY BENEFITS

The Medical Center has developed a Community Benefits Plan which has been endorsed by the community. The Community Benefits Plan will be detailed in a Memorandum of Understanding (MOU) to be entered into by the BRA, the Chinatown/South Cove Neighborhood Council, and NEMC. The major new community benefits to the Chinatown community resulting from the NEMC Master Plan can be defined as follows:

- Housing linkage funds from Phase I development, with 20% payable upon the first to occur of the following events: (a) receipt of an approved Determination of Need (DON) from the Department of Public Health (DPH); (b) receipt of approval of architectural plans from DPH; or (c) completion of the Article 31 process; and the remaining 80% payable upon receipt of building permits;
- Establishment of an annual fund for job training programs, at an average level of \$50,000 per year, payable until job training linkage funds become available with the construction of the first building;
- Extension of \$1 per year lease of 4,100 square feet of space to the Chinese Culture Institute through 1999, with further consideration to be given after 1999;
- A community hospital program with admitting privileges to physicians at the South Cove Community Health Center;
- Creation of new green space in and around the NEMC campus; and
- Development of affirmative action hiring and minority purchasing and contracting programs.

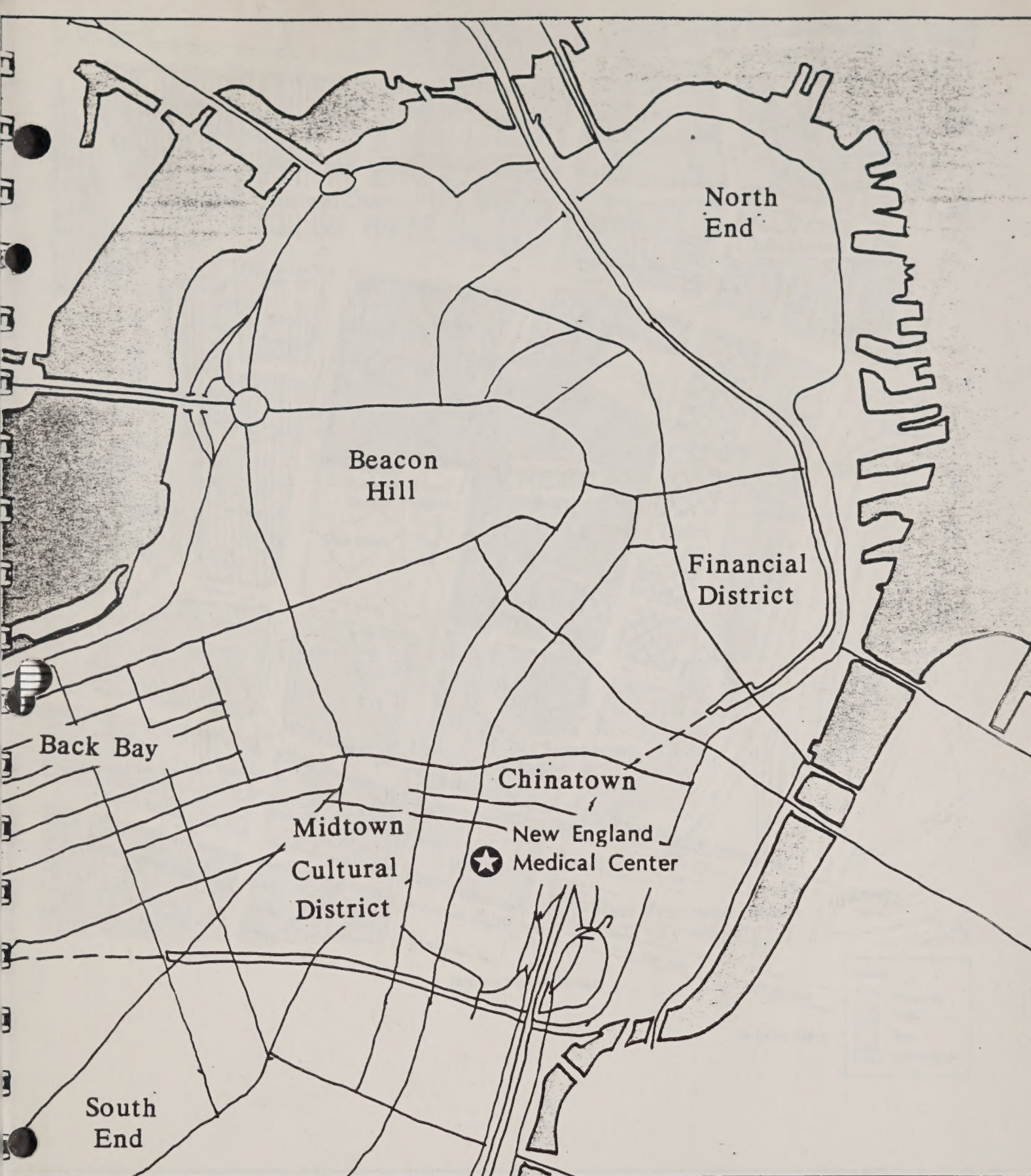
COMMUNITY AND AGENCY REVIEW OF THE MASTER PLAN

The NEMC Master Plan has undergone extensive review since first having been submitted in May 1988. The Chinatown/South Cove Neighborhood Council has played a key role in the master plan review process, and has formally endorsed the Plan.

CONCLUSION

The Authority therefore recommends approval of the New England Medical Center Master Plan, conditional upon: (1) the satisfactory completion of an Institutional Transportation Plan and its subsequent approval by the BRA Board; (2) the execution of a formal Memorandum of Understanding between the Chinatown/South Cove Neighborhood Council, NEMC, and the BRA; and (3) the requirement that all development contemplated in the Master Plan will be subject to community review and development review procedures necessitating formal BRA approval.

VOTED: The Boston Redevelopment Authority approves the New England Medical Center Master Plan, conditional upon: (1) the satisfactory completion of an Institutional Transportation Plan and its subsequent approval by the BRA Board; (2) the execution of a formal Memorandum of Understanding between the Chinatown/ South Cove Neighborhood Council, NEMC, and the BRA; and (3) the requirement that all development contemplated in the Master Plan will be subject to community review and development review procedures necessitating formal BRA approval.



NEW ENGLAND MEDICAL CENTER



MASTER PLAN

Location Plan



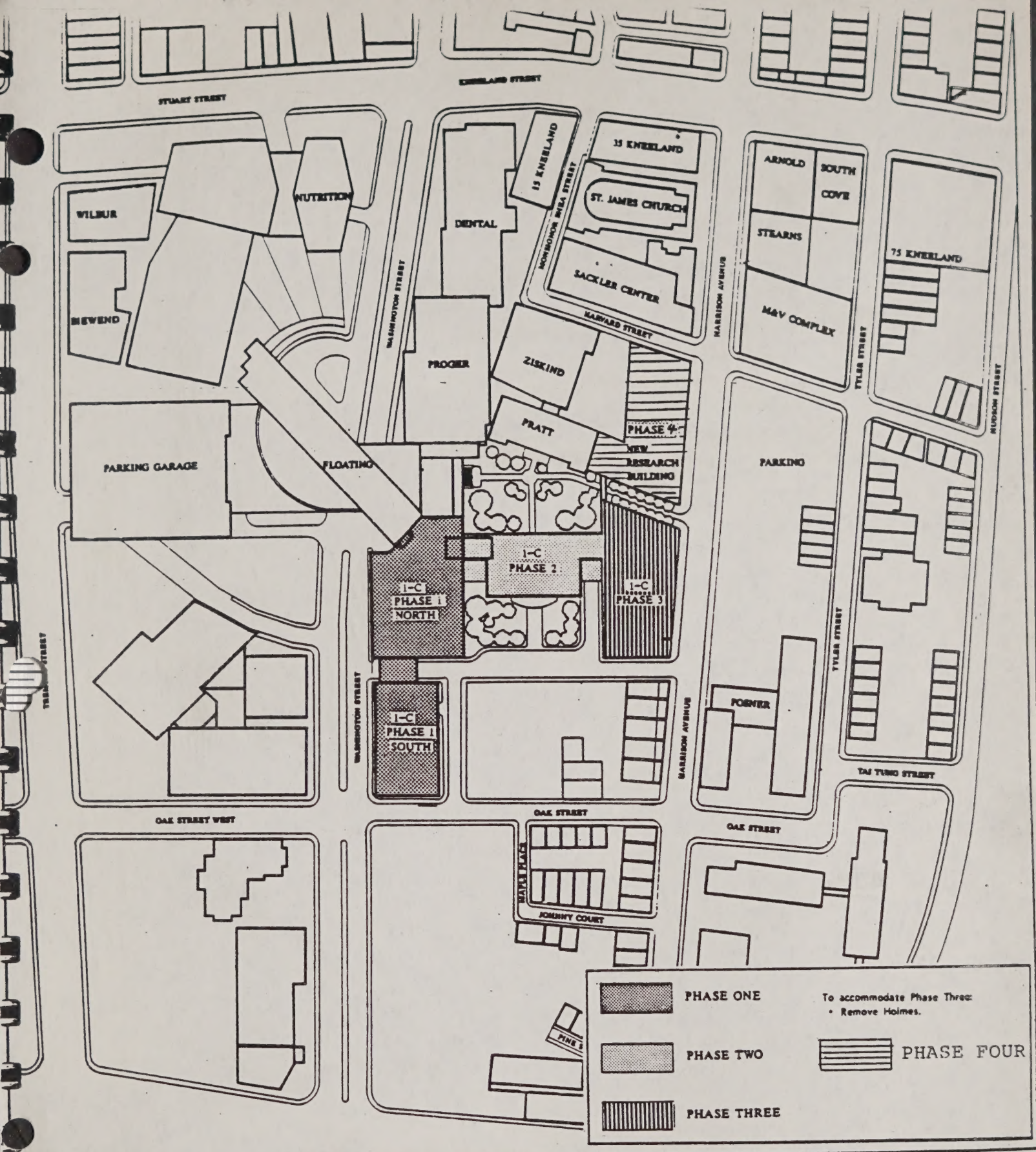
NEW ENGLAND MEDICAL CENTER

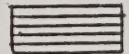


MASTER PLAN

Context Plan

2



	PHASE ONE	To accommodate Phase Three: • Remove Holmes.
	PHASE TWO	
	PHASE THREE	
	PHASE FOUR	

NEW ENGLAND MEDICAL CENTER

 MASTERPLAN

Phase Plan: Phase 1N,
1S, 2, 3 & Research

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